Morris Ridge Solar Energy Center
Case No. 18-F-0440

Preliminary Quality Assurance and Quality Control Plan

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PREFACE

The purpose of this preliminary Quality Assurance and Quality Control Plan (QA/QC Plan)[1] is to outline the various processes and practices to be employed by Morris Ridge Solar Energy Center, LLC (MRSEC; the Applicant) and the contractor in constructing the Morris Ridge Solar Project (Project). This QA/QC Plan summarizes the responsibilities, processes, practices, and controls that constitute the comprehensive program. This encompasses those processes and practices which, when performed, will lead to the assurance, verification and validation that the Quality requirements of construction contract documents, general conditions, and project specifications shall be satisfied.

Under no circumstances shall this or any updated QA/QC plan supersede the plans or specifications of the engineer, architect, manufacturer, or supplier on a project. This QA/QC Plan is intended for use in conjunction with the construction contract documents, general conditions, and Project specifications. In the event the contract documents do not address certain situations; the QA/QC Plan shall provide guidelines for Project operations.

1. INTRODUCTION

1.1. Quality Commitment

MRSEC is committed to delivering first class projects. The achievement of quality is more than simply meeting a set of criteria or performing the tasks included in the scope of a project. Our vision of quality finds its roots within our organization and our QA/QC Plan was designed based on advanced procedures for quality. We have adapted them to our needs to optimize the performance of the organization. MRSEC is committed to improve its processes and delivery methods to give added value to the Project. This QA/QC Plan was developed to help the project team demonstrate:

- Consistency
- Accountability
- Uniformity
- Transparency
- Reliability
- Continual Improvement
- Traceability

With the implementation of the QA/QC Plan, MRSEC aims to ensure that the quality of execution is uniform and that a high-level of performance is achieved with respect to all production tasks.

MRSEC's objectives regarding quality are to:

- Validate the design and specification process of each task that is part of the production chain.
- Validate the compliance of materials ordered as part of the project.
- Confirm that materials are received with no defect and check related logistics for storage and distribution on the site.
- Confirm that the construction contractor's labor force knows the Applicant's best practices and they are applied

[1] A final QA/QC Plan will be submitted prior to the start of construction as a compliance filing.

to ensure the proper performance of their duties.

- Validate the Project scope and construction contract specifications by identifying and communicating clearly and confirming that they will be met by the contractor and its subcontractors.
- Confirm that Execution Procedures governed by regulatory bodies or external standards are executed, inspected, and properly documented.
- Confirm that the test phase is carried out in accordance with the Execution Procedures and approved equipment.
- Provide documentation relating to the identification of materials and non-compliant products as well as correction of non-compliant procedures.
- Confirm that the documents related to production activities are updated, revised, and certified, in order to meet the conditions and specifications required by the scope of the Project and the construction contract.

1.2. Quality Policy

In order to ensure compliance with MRSEC's expectations regarding quality, a unique and effective quality control system for construction, including the installation of solar panels, has been developed and is described below.

The success of the quality system is based on the commitment and participation of all members of the organization. Everyone is responsible to ensure that this system is implemented.

The QA/QC Plan:

- Describes the operation of the system;
- Shows the distribution of tasks and responsibilities; and
- Applies the Execution Procedures required to achieve the objectives related to the quality system.

The Applicant will ensure that all participants understand and participate in the implementation, improvement, and development of the QA/QC Plan.

1.3. Purpose, Scope, and Objectives

1.3.1. Purpose

MRSEC's QA/QC Plan is a general reference tool for all work undertaken by the organization. It provides guidance and general advice regarding work on the site. The internal and external quality audits are prepared in accordance with the QA/QC Plan.

This plan describes MRSEC's management approach regarding construction and equipment installation.

The MRSEC QA/QC Plan was designed to excel in quality and meet or exceed the quality standards and requirements of the quality management system.

The QA/QC Plan, the Execution Procedures, Inspections and Tests Plans, Best Practices, kick-off meetings, standards and specific requirements to the construction contract define and govern all behavior and all related

practices to the quality in the workplace. All members of the project management team, contractors and visitors taking part in MRSEC construction and operations must follow these practices.

1.3.2. Scope

The scope of the QA/QC Plan covers the construction of the following:

- Design
- Access Roads
- Unloading Areas
- Foundations
- Structures
- Solar Panel Installation
- Collection Systems
- Substations
- POI Switchyard
- Transmission Lines
- Energy Storage, if applicable
- Energization
- Records and Job Books
- Execution Procedures
- Inspection & Testing Plan (ITP's)

For a discussion of MRSEC's environmental compliance and monitoring program, please see MRSEC's Preliminary Environmental Compliance and Monitoring Plan (ECMP).

1.3.3. Objectives

1. Summarize the overall approach in terms of quality adopted by MRSEC regarding the project.
2. State compliance requirements for workers, subcontractors, and suppliers regarding MRSEC's policy, standards, and procedures for quality.
3. Define the relationship between:
    - The general objectives of the Applicant for compliance
    - MRSEC's general objectives for construction methods
    - The activities on site
    - MRSEC's quality control system
    - Expand the methods, responsibilities, and expectations to encourage the achievement of objectives

1.4. Reference Documents

The reference documents related to the quality of the Project are the following:

1. Construction contracts and other contractual documents
2. QA/QC Plan
3. Forms, and inspection & testing plans (ITPs) for various trades
4. Health and Safety Plan

1.5. Glossary

Unless the context indicates otherwise, terms defined in this document are the following:

QA/QC Plan	The QA/QC Plan is revised and distributed by the Project Manager in collaboration with the Project team. The MRSEC QA/QC Plan is a general reference tool for all work undertaken by the organization on the site. It explains how the internal Execution Procedures will be used as part of this Project. The QA/QC Plan is designed to cover all requirements in terms of Execution Procedures, inspection, and testing activities, as well as planning under the construction contract(s).
EXECUTION PROCEDURES	The Execution Procedures described in the QA/QC Plan determine the operation of specific work as well as the construction methods used to reach the project specific quality criteria. This document provides a list of resources, schedule of activities, environmental impact and safety measures to be applied as well as methods to be used. This document identifies tolerances to meet and how to do so. It also contains a contingency plan.
ITP (Inspection & Testing Plan)	The ITP is a document generated by each trade which includes a table, listing the inspections and tests that must be performed for the duration of the Project. The table contains information on quality control like the type of activity to control, the type and the frequency of control to be exercised, the description of the controls, references to specifications, the responsible parties, the instructions, the type of forms to be used and the scope of work covered.
Non-Conformity (NC)	A nonconformity is non-fulfillment of a requirement. Non-compliance is an activity, action performed or product that does not meet the requirements (technical, regulatory, specific) established under the construction contract documents.
Best Practice Manuals	Compilation of construction Best Practices that are used to develop the working methods and trained work teams to perform specific tasks.
Benchmarking	Benchmarking is a defined review process of a finished product, deliverable and/or task. A Benchmark is a standard or point of reference against which future items may be compared or assessed.
Deficiency	Work that does not comply with standards, regulation, or specification. The work may be a result of incorrect design, poor workmanship, error, or damage to the work.

2. PROJECT SPECIFIC DETAILS

2.1. Project Description

The Morris Ridge Solar Energy Center (Project) is a proposed 177 MW ac solar photovoltaic facility located in the Town of Mount Morris, Livingston County, New York. The Project will safely generate enough clean, renewable electricity to power 38,000 New York households. The Project will interconnect to the New York power grid via a new Point of Interconnection (POI) in the Town of Mount Morris, tapping into the 230 kilovolt ("kV") transmission line which connects the existing South Perry and Meyers substations in the Towns of Castile and North Dansville, respectively. The Project will be sited on approximately 1,060 acres of leased private and mostly cleared land.

2.2. Principal Elements of the Project

- Installation of SWPPP Control Measures
- Installation of Roads
- Installation of Piles and Foundations
- Installation of Racking
- Installation of PV Modules
- Installation of MV Cabling
- Installation of DC Cabling
- Installation of Inverters
- Installation of a 230KV collection substation
- Installation of energy storage facilities, if applicable

2.3. Principal Participants

- Morris Ridge Solar Energy Center, LLC
- Construction Contractor: TBD
- Consultant: TBD
- Subcontractor: TBD
- Independent Environmental Monitor (IEM): TBD

2.4. Organizational Chart and Project Communication Chain

Communication chains will be clearly defined in the organizational chart included in the final QA/QC Plan and will include the following elements:

- Communication with the contractor: For any communication in connection with the contractor, related at both production and health and safety levels, the person in charge for communication with the contractor will be the Project Manager. If other people need to be involved, Site Manager will get in touch with them.

- Communication with the authorities: For any communication in connection with the project Applicant, related at both production and health and safety levels, the person in charge for communication with the applicable authorities will be the Project Manager. If other people need to be involved, Project Manager will get in touch with them.

- Communication with subcontractors: Site Manager will be responsible for communication with subcontractors, including for production and health and safety issues.

Site communication mode: An FM radio communication with emergency channel (channel 1) is in place on site where required.

Communication with the Public: Prior to construction of the Project, MRSEC will reach out to participating landowners, neighbors, Town officials, and Highway Superintendents to discuss details of the transportation and construction plans, and the proposed schedule insofar as it applies to the affected parties. MRSEC will have an Open House to provide information to the community and stakeholders regarding the start of construction, and the timing of various phases. The timing and location of construction activities will also be published on the Project website and updated at regular intervals to keep the public apprised of construction activities in the near term (i.e. 4 weeks) and long term (i.e. 4-12 months).

3. ROLES AND RESPONSIBILITIES

The Site Manager is responsible for the implementation of the site-specific QA/QC Plan. All the roles and responsibilities must align with the MRSEC's site roles and responsibilities.

3.1. Roles and Responsibilities on Site

3.1.1. Roles and Responsibilities in a Quality Improvement Context

This section presents the typical organization of a project and its hierarchical structure. The responsibilities and duties of key personnel that are involved in the project are described in the following sections.

Regarding quality assurance, supervision is a responsibility which is reflected in:

- The work and services provided by each person in their respective fields, are of high quality;
- The Execution Procedures necessary for the tasks are adequate and updated if necessary;
- Execution Procedures are approved, adopted, and used at all levels;
- The appropriate people are assigned to tasks they are qualified for;
- Staff are familiar with the Execution Procedures of the Project and they have access to the documentation required;
- Best practices are used; and
- The writing of required reports is completed (forms, internal report and/or audit report).

3.1.2. Organizational Chart

The organizational chart is defined for the duration of the work. It meets the Project requirements and the agreements set out in the construction contract, plans, and specifications.

The organizational chart (as shown in section 2.5) represents the key team staff as well as reporting relationships between them as required by the Applicant. This schematic representation is made per construction work and transmitted separately as required.

3.1.3. Contractor's Project Manager

The Project Manager is responsible for the following tasks:

- Contractor Company representative on site.
- Negotiates and approves the selection of major contractors in collaboration with the upper management.
- Confirms the overall expenses.
- Leads the Project team regarding administrative requirements, contractual, and technical work.
- Ensures good relations with the community.
- Reviews and approves the monthly payments.
- Designs the QA/QC Plan, reviews, distributes, and supervises its implementation.
- Is responsible for planning the Project tasks, organizing the master schedule, proceeding with the work estimate, controlling costs, managing the project, and supervising staff.
- Defines the scope of several types of specialized work, and assigns the associated tasks to subcontractors and orders the necessary items.
- Ensures that the contractual obligations of the contractor are met.
- All official communications with the Applicant goes through him/her, and he/she is responsible for its delivery.
- Ensures documents control.
- Develops and updates the main schedule and modifies it, as necessary.
- Mobilizes resources in line with the needs of the superintendents, project, and field engineers.
- Ensures that internal Execution Procedures are applied.
- Participates in meetings with the Applicant and circulates information required to assist with the implementation of this QA/QC Plan.
- Organizes internal meetings to effectively communicate relevant information, and coordinate resources, including subcontractors.
- Manages the changes made to the construction contract with the Applicant and subcontractors.
- Coordinates and prepares work sessions on safety, environment, quality, and performance.
- Ensures that local requirements are met.
- Is responsible for BEST PRACTICE MANUALS.
- Validates the BEST PRACTICE MANUALS necessary for the Project.
- Transfers the BEST PRACTICES MANUALS to Field Engineers and Superintendents.
- Ensures that the Field Engineers and Superintendents have read and understand the BEST PRACTICE MANUALS.
- Initiates the process of insurance claims and produces the required event reports.
- Has the power to stop any activity carried out by the contractor workers that is considered non- compliant.
- Sets, measures, and reviews performance indicators with the Project team.
- Reports performance indicators to Senior Management.

3.1.4. Project Engineer/Project Lead

The Project Engineer is responsible for the following tasks:

- Reports to the Site Manager and assists him/her in his/her daily tasks.
- Is responsible for all work on the site with the Project Manager.
- Prepares requests for payment.
- Prepares all the estimates with the trade specific responsible person.
- Ensures document control procedures.
- Updates and oversees the records regarding technical documentation.
- Manages the general data and technical information related to the project and ensures they are compliant.
- Ensures possession of all the necessary permits and agreements before starting work.
- Supports the Project Manager for insurance claims.
- Supervises the technical progress of the Project.
- Prepares the work cycles and plans in detail the schedule for the next three weeks.
- Develops and updates the general work schedule.
- Supervises the facilities related to the Project as well as the development of the site.
- Carries out site inspections prior to the commencement of work.
- Develops, in collaboration with the Contractor Health and Safety (H&S) Manager, the site-specific safety program.
- Provides all relevant information for tracking incidents in collaboration with the representative of the general contractor.
- Takes an active part in meetings and safety training.
- Participates, in collaboration with the H&S Manager, in preparing the analysis of initial occupational risk.
- Works with the H&S Manager to ensure that all rules are followed on the site.
- Finalizes the monthly management meeting with the help of field engineers and superintendent.
- Prepares internal meetings on worker productivity and updates the progress in the management report.
- Analyzes the rate of production of various trades.
- Provides the necessary support to Project members in the implementation of the QA/QC Plan.
- Plays an important role in the establishment and implementation of the QA/QC Plan.
- Regularly conducts internal quality audits.
- Supports and approves the preparation of Execution Procedures and ITP's. Ensures the implementation with the field engineers and subcontractors.
- Keeps track of the technical changes with professionals and subcontractors.
- Ensures that the field engineers and subcontractors verify their work and make the necessary inspections in accordance with the approved Execution Procedures.
- Exercises oversight of suppliers regarding specifications, Execution Procedures, and quality.
- Finds solutions to construction problems.
- Takes part in the resolution of non-compliance, and the control of corrective measures to implement.
- Is responsible for the delivery and use of drawings issued for construction.
- Ensures that the deliverables at the end of the Project are produced according to the progress of work.
- Oversees all changes to the as-built drawings.
- Monitors the design with consulting engineers in collaboration with the trade field engineer.
- Ensures that building materials are inspected upon delivery and the reports are completed as required.

- Produces a list of the BEST PRACTICE MANUALS needed for the project.
- Reads and understands the BEST PRACTICE MANUALS.
- Ensures that superintendents and field engineers implement good practice.

3.1.5. Superintendent/Coordinator

The Superintendent is responsible for the following:

- Manages the nature of preventive and corrective actions necessary to correct NON-CONFORMITIES.
- Supervises the implementation of the Execution Procedures.
- Designs special tools for the Project.
- Is responsible for the design of temporary structures that are not included in the drawings or specifications.
- Prepares all Execution Procedures specific to its field of activity required to complete the Project.
- Ensures the completion of the work by the laborers and/or subcontractors in his/her field of activity.
- Provides solutions to production problems and technical issues.
- Ensures that all changes related to the work in his/her field of activity provided by professionals are incorporated on site.
- Compiles data related to hourly workers and the production rate, and then, estimates the time required to complete the work.
- Prepares all estimates.
- Is responsible for their specific section in the monthly report as well as the weekly report.
- Ensures the as-built drawings are marked.
- Checks and prepares material orders and items related to the work they supervise.
- Supervises inspections performed by field engineers, subcontractors, and any external participant.
- Responsible for collecting & approving timesheets daily.

Particularly:

Environment:

- Is the main contact between the construction contractor and the Applicant in regards of environmental matters.
- Ensures that all site activities comply with environmental standards.
- Ensures the validity of the agreements and obligations related to the environment and monitors them.
- Handles spill control on the site and prepares reports.
- Controls all permits and authorizations, and coordinates with the Applicant all the needs in terms of permitting.
- Coordinates and supervises the processing, transmission, and management of data with experts.
- Validates and confirms the environmental restrictions with Civil Superintendent.

Civil work:

- Is responsible for daily monitoring of all equipment, hours worked, and materials by specialization or

trades, or stretch of road in collaboration with the Civil Superintendent.

- Confirms and coordinates the technical requirements for engineering and maintenance contractors with the civil sector.
- With the help of the Civil Superintendent, and any external part in the civil works, identifies potential problems in the road structure and coordinates immediate steps to ensure the safety of personnel and work, as well as the integrity of the structure.
- Coordinates all movement of heavy equipment and ensure that the roads are ready with the civil contractor in cooperation with the Civil Superintendent.
- Validates the progress of civil works with the help of the Project Engineer.
- Coordinates all culvert installations in collaboration with the environmental engineer, contractors, municipal and regional representatives, and the Applicant's representative.
- Coordinates all construction entrances and intersections improvements with the Civil Superintendent, the subcontractors, the municipal and regional representatives, and the Applicant's representative.
- Supports contractor H&S Manager regarding the requirements and the implementation of traffic control.

Foundations:

- Is responsible for all materials and tools related to the foundations work (including coordinating the receipt and installation).
- Coordinates with an external laboratory and the municipalities concerned, the necessary inspection to validate compliance at every stage.
- Ensures that all insurance forms and quality control are met, external participants completed their inspection, and that they have agreed to each stage of the foundation's construction.
- Reviews all testing equipment in accordance with the specifications.
- Tracks the construction of PV panel foundations
- Keeps track of the substation's foundations for the construction in collaboration with the substation field engineer.
- Lists and organizes all third parties' inspection reports and distributes them to the appropriate people (subcontractors, Applicant, municipality).

Installation:

- Initiates and oversees the organization in the working areas dedicated to solar panels and checks that the drawings and related Execution Procedures related to lifting was completed for each area in collaboration with the Superintendent.
- Confirms and coordinates, in collaboration with the Superintendent, all work with the subcontractor responsible for the solar panel, DC cabling, AC cabling, home run, and collection system wiring.
- Leads the field engineers and ensures that all points have been documented and are being followed up in the job books.
- Ensures that all manufacturer's implementation procedures are followed by workers and the work is done according to the requirements.
- Completes the transfer of all the solar panels to the Applicant and ensures all items on the punch list are completed and signed by the supplier or Applicant.

- Validates the progress of the installation work with the help of the Project Engineer.

Collection Systems:

- Daily monitoring of all equipment, hours worked, and materials related to collection systems.
- Is responsible for all materials and tools related to electrical and optical collectors of the Project (including ordering, control, coordinating the dates of reception with the Applicant and arranging the installation with the subcontractors).
- Approves and coordinates with the electrical subcontractors all work and tests to the collection systems.
- Is responsible for the Execution Procedures and ensures that they are respected.
- Verifies that the subcontractor has a comprehensive list of the intended use of cables (to minimize the number of connections) for collection systems and fiber optic cables.
- Ensures that the contractor carries out the daily updates for the collection systems as-built drawings (including the location of the connections, crossings, junction boxes, and switch gears).
- Coordinates the grounding and ground tests with external laboratories.
- Is responsible for grounding tests.
- Anticipates potential problems related to the construction of roads, their use, or collection systems.
- Coordinates the development of the collection systems with the Project Engineer (tree cutting, stream crossings, etc.).
- Ensures that the subcontractor's personnel are qualified to perform their duties (connecting cables, soil testing, etc.).
- Ensures that documentation related to assurance and quality control is filled daily and added to the job book.
- Is responsible for monitoring all items related to their duties.

Collection Substation:

- Responsible for all materials and tools related to the collection substation.
- Approves and coordinates all work with electrical subcontractors for the collection substation
- Coordinates all civil works and foundation with the concerned field engineers.
- Coordinates the receipt of components, and the transport of collection substation equipment with the Civil Superintendent to avoid conflicts.
- Confirms lock-out/tag-out and labeling of collection substation with the collection systems field engineer.
- Is responsible for monitoring all activities related to their duties.
- Organizes and schedules the delivery of components with the Applicant in collaboration with the Superintendent.
- Responsible for the commissioning and testing of collection substation equipment
- Ensures the adherence of the Energization plan

3.1.6. Field Engineer/Quality Inspector

The Field Engineer is responsible for the following tasks:

- Refers to the Superintendent of his own work trade
- Runs the QA/QC Plan throughout his/her work inspection.
- Acts as an intermediary, between the contractor and the subcontractor, regarding the work quality of the trade in question.
- Has access to all the work and has the authority to:
    - Identify quality issues and deviations points in the overall quality and environmental quality.
    - Undertake to find, recommend, and provide solutions to problems.
    - Stop any activity that contravenes the materials quality or environmental restriction.
    - Supervise the process of solving a problem until it is completely resolved.
    - Write non-compliances reports, when necessary.
- Supports the project members in the implementation of the QA/QC Plan.
- Ensures the validity of documents related to the quality and monitors them.
- Conducts independent inspections in accordance with the Execution Procedures and ITP's.
- Ensures that those responsible for the quality inspections of subcontractor's work do their job and makes the necessary inspections as required.
- Ensures that all materials used in the work he/she oversees is deemed compliant by an independent laboratory or subcontractor's quality inspectors, as needed.
- Compiles and interprets the data and statistics related to the equipment control.
- Identifies issues and monitors corrective actions.
- Produces, in collaboration with the Superintendent, the project end records depending on the progress of work.

3.1.7. Administrative Assistant

The Administrative Assistant is responsible for the following tasks:

- Reports to the Project Manager and the Site Manager.
- Processes the hiring forms and sends them back to the payroll department.
- Keeps track of the time sheets for workers and processes them.
- Is responsible for the Compliance Hiring Program and must verify that each subcontractor meets the requirements before starting work.
- Helps the Project Manager and the Project Engineer with contracts, as well as data entry and monitoring.
- Directs, records, and files all communications and contractual transmissions.
- Ensures that the meeting minutes are uploaded to the correct repository.
- Ensures the archiving of the project records is performed.
- Validates that the quality requirements are included in the subcontractor's or supplier's contract.

3.1.8. Site Manager/General Superintendent

The Site Manager is responsible for the following:

- Reports to the Project Manager and works in collaboration with the Project Engineer and Superintendents.

- Plans the facilities on the site and site development.
- Participates in all meetings related to the execution and planning of tasks.
- Coordinates the work of their teams and ensures quality and production while respecting the schedule and safety standards.
- Monitors the progress of its employees and subcontractors.
- Plays a major role in the establishment and implementation of the QA/QC Plan.
- Teams up with the Project Manager, Project Engineer, and subcontractors to resolve problems.
- Ensures that all safety rules are followed on the site.
- Participates in meetings and training on safety.
- Communicates with the Project Manager and the Project Engineer the list of supplies, products, and materials necessary for the work and keeps the inventory.
- Carries out site inspections prior to the commencement of the work.
- Evaluates subcontractors and reports the non-conformities to the concerned superintendent.
- Conceives the work schedule in collaboration with the Superintendent.
- Coordinates access to dedicated areas for panel work with the help of the Civil Superintendent.

3.1.9. Foreman

The foreman is responsible for the following:

- Reports to his/her superintendent.
- Is responsible for all tasks given to him/her, along with his/her superintendent.
- Coordinates the work of the crew he/she oversees and ensures the quality of production while respecting the construction requirements, QA/QC Plan, and safety standards.
- Plays a direct role in the establishment and implementation of the QA/QC Plan.
- Addresses and resolves problems in collaboration with his/her superintendent.
- Ensures that all safety rules are followed on the site.
- Ensures that the Job Hazard Analysis is in place on his/her specific site.
- Systematically carries out inspections before the commencement of the work.
- Ensures that productivity is respected and optimized.

3.1.10. Third Party Laboratory

The third party is responsible for the following:

- Reports to the concerned engineer to coordinate his/her work and to the Site Manager for administration and monitoring in general.
- Coordinates external technicians' tasks in the laboratory and on site.
- Is responsible for monitoring and control of materials used in civil works.
- Is responsible for the QA/QC Plan implementation for civil works and roads.
- Is responsible for ensuring that civil works are undertaken to meet the objectives (road use, quality assurance and quality control).
- Performs all tests on concrete.
- Is responsible for quality assurance and quality control of concrete and its implementation.

- Is responsible and must take the necessary measures to prevent using materials inferior to standards.
- Must forward all documentation related to the tests, insurance reports, and quality control to the engineer concerned.

4. NOTIFICATIONS

Prior to commencement of construction, the Applicant will reach out to participating landowners, neighbors, Town officials, and Highway Superintendents to discuss details of the transportation and construction plans, and the proposed schedule insofar as it applies to the affected parties. The Applicant will also post and publish in the local newspapers of record its 1-800 number and/or email address and/or site office location and hours of opening. Prior to construction of the Project, MRSEC will have an Open House to provide information to the community and stakeholders regarding the start of construction, and the timing of various phases. The timing and location of construction activities will also be published on the Project website and updated at regular intervals to keep the public apprised of construction activities in the near term (i.e. 4 weeks) and long term (i.e. 4-12 months).

5. PROJECT IMPLEMENTATION

The final QA/QC Plan will describe the processes and practices used to ensure that the construction work performed on the site and the definable characteristics of the work and materials are done in accordance with the contractual specifications and requirements.

The final QA/QC Plan will include details on QA/QC related to construction implementation, including the following topics:

- Process Control
- Contractual Review vs Submission
- Site Specific Meetings
- Permits and Development
- Design Control
- Document Control
- Subcontractors, Distributors, and Suppliers Assessment
- Supply
- Material Management
- Inspections and Testing
- Non-conformity
- Audits
- Training

6. PROJECT DELIVERY

6.1. Controls during Construction

Activities conducted during construction will be carried out in accordance with MRSEC's Best Practice, Execution Procedures, and ITP's. The site management team will ensure compliance with quality requirements during construction. The same expectations apply to subcontractors under the direction of the contractor.

The final QA/QC Plan will include details relating to construction controls on the following topics:

- Objects of Archaeological Interest or Hazardous Materials
- Civil Construction Activities
- Foundations
- Collection System Installation
- Solar Panel Installation
- Transmission Line Structure and Components
- Transmission Line Anchoring and Guying
- Substations
- Support Post-Installation
- Racking Component Installation
- PV Module Installation
- PV Module Wiring
- Inverter Installation
- Transformer Installation

6.2. Project Follow-up

Anything related to timing, cost breakdown, billing, hiring staff, monthly reports, etc., is handled by the Site Manager and his/her team.

6.3. Internal Project Review

The Project review is the responsibility of the Site Manager. A report should be written according to the Close-out Meeting – Postmortem form (including the table of contents and some instructions).